

A letter to George EL Lorimer, editor of the Philadelphia *Saturday Evening Post*, May 12, 1906, contains, in addition to interesting autobiographical information, some no less interesting views upon the power of political bosses to control the action of parties:

"I have been in active politics almost from the moment I left Harvard twenty-five years ago. I possessed a very moderate income. I could not have gone into politics at all if the expenses of election had at any time come anywhere near the salaries I have received in the different positions I have held; and except from these salaries, I of course never made a cent out of politics—I could no more do it than I could cheat at cards. I have always occupied working positions. I have seen New York State politics from the inside as a member of the legislature, and New York City politics from the inside as Police Commissioner. I have carried my ward and lost it; have been delegate to county and state and national conventions; have stumped year in and year out, and served on committees, before and after elections, which determined much of what the inside policy was to be. I have had on occasions to fight bosses and rings and machines; and have had to get along as best I could with bosses and rings and machines when the conditions were different. I have seen reform movements that failed and reform movements that succeeded and have taken part in both, and have also taken part in opposing fool reform movements which it would be a misfortune to have

succeed. In particular, I have been so placed
as to see very
much of the inside of the administration of
three Presidents
in addition to my own—that is, of Harrison,
Cleveland and
McKinley. . . .

"I do not for a moment believe that there is
or has been
any powerful senatorial boss who in our time
has been
influential in handling at the same moment the
nominations
of the two parties. In fact, I do not for a
moment believe
that in our time any boss in one party has had
any effect
upon the Presidential nomination of the
other. I know
that there are many wealthy men who have
changed parties